



# Service Plan 2024-2025



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**Jon Lacey**

*Chief Fire Officer  
Suffolk Fire and Rescue Service*

# Welcome to our Service Plan 2024-2025 for Suffolk Fire and Rescue Service



We are an ambitious service, with excellent people providing an impressive foundation we can build upon. The last few years have been challenging and the Service has united to respond to the changing needs of both the workforce and the community following the pandemic. This is why we have restructured and improved our governance to enable us to deliver our plans.

I want Suffolk Fire and Rescue Service to be an inclusive employer of choice where we enjoy our time at work and believe we should showcase the very best of what the Service has to offer; from our state-of-the-art training facilities to the investment we are making in our fleet, developing control centre and our excellent prevention and protection teams as well as how we respond to emergencies so professionally. We are committed to ensuring that our work is done in the most impactful and cost-effective way and that we make the very best use of our most valuable resource - Our People.

We are a Fire and Rescue Service; so, whilst responding to emergencies will always be a key area of focus we will continue to work hard at protecting our vulnerable community in their homes and in the built environment. I know that to be a modern and truly effective blue light service, our efforts need to be balanced across our four areas of focus so we can be the very best we can be. I look forward to measuring our success through the performance and assurance framework, HMICFRS outcomes and annual reports. We are all proud of our Service and we present this plan to further enhance the excellent improvements we have already made.

## doing the basics brilliantly

This plan will help us deliver the five priorities as set out by the Fire Authority in the Community Risk Management Plan (CRMP) 2023-27. This plan is supported by our Team Plans, Local Risk Management Plans and our individual PDRs, ensuring everyone understands their value in delivering our focus of keeping the communities of Suffolk safe through doing the basics brilliantly.

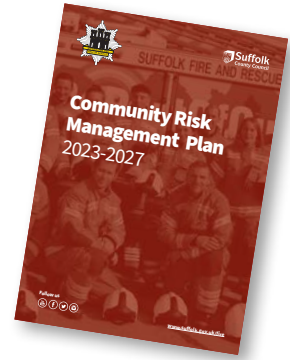
Our CRMP and service plan will be review annually to ensure we reflect any new emerging risks and improvement opportunities. Our Service Plan will help communicate how we will operate as a service to deliver our vision, that we are: Swift to Serve, so Suffolk is a place where people lead safe and fulfilling lives.

I know we have excellent people in our Service who make a positive difference to the community every day and I look forward to working with you over the coming year.



**The Vision in SFRS is that we are all:**  
***Swift to Serve, so Suffolk is a place where people lead safe and fulfilling lives.***

Our Fire Authority published the Community Risk Management Plan (CRMP) 2023-27 in April 2023. The CRMP is a four year plan that identifies regional and national risks that are current, foreseeable, and emerging and could have an impact on our county. We aim to respond to these risks effectively and efficiently, becoming more agile and flexible in our approach to work and using our skills and experience to strengthen community safety.



**The CRMP has set Suffolk Fire & Rescue Service five strategic priorities to deliver over four years**



### People

- Review our On-Call sustainability
- Recruit and retain non-operational support staff
- Continue to grow an inclusive and diverse workforce



### Prevention

- Develop our home safety prevention work
- Increase prevention work in rural communities
- Focused prevention work for our hard-to-reach communities



### Protection

- Provide advice and guidance on new legislation, ensuring compliance and enforcement of new laws
- Develop our work in the built environment
- Support the National Fire Chiefs Council in establishing the Health & Safety Executive Building Safety Regulator



### Response

- Implement revised response standards
- Ensure our emergency response fleet can mitigate emerging risks
- Use our resources to meet a wide range of community needs in partnership with others
- Match our resources to risk



### Climate

- Support SCC with the delivery of the Suffolk Climate Emergency Plan
- Transition to a zero emissions fleet
- Review our training, equipment and firefighting methodology to enable the Service to adapt and respond to the effects of climate change

# Our Strategic Structure

*Later in the Service Plan you will see our four areas of focus delivered by the Deputy Chief Fire Officer (DCFO) and Area Managers including how they are structured and what they will be working on during the period relating to this Service Plan.*



At team level we have developed Team plans, these are the responsibility of the functional teams to produce. Within the team plans are the agreed objectives on which teams will deliver, based on the direction given in the CRMP and areas of focus.

For our fire stations we have Local Risk Management Plans (LRMPs), these are the team plans for each fire station. Within the LRMPs there will be Service led objectives and locally led objectives based on the

Services strategic objectives or based on the Community Risk Data Set, local knowledge, and partner data. The LRMPs will focus on the risk in that station area. For instance, flooding, road traffic collisions, vulnerable communities or a particular risk such as a port or Control of Major Accident Hazards (COMAH) site. The key to an LRMP is the utilisation of our people's capacity to prioritise and mobilise resources to those who most need our help in support for, and delivery of, prevention, protection, or response activity.



# Our Values

Our Values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other. We use them everyday to influence how we work to achieve our priorities and guide the professional behaviours that we expect of our staff.

W

**WELLBEING** - We look after ourselves, each other and the planet

e

**EQUALITY** - Respecting, valuing, embracing and celebrating everyone's unique differences

A

**ACHIEVE** - We are the best we can be

S

**SUPPORT** - We work as one team

P

**PRIDE** - We are passionate about making a positive difference to the people and place of Suffolk

I

**INNOVATE** - We believe in making every penny count and every minute matter, and reducing environmental impact

R

**RESPECT** - We give and earn respect

E

**EMPOWER** - We empower, encourage and motivate

## Our Culture and Behaviours

To make sure we do our very best every day we need to continue to build a workplace that represents our community and ensures everyone who comes to work enjoys their time with us. Whilst this isn't always easy to achieve, if we have a happy workforce that is empowered, supported, respected and listened to we will achieve our goals through innovation and have pride in everything we do.

To help us deliver an excellent service we should work within our WE ASPIRE values and follow the NFCC Code of Ethics. Both of these give clear expectations we must follow to make sure we improve diversity and make sure everyone enjoys coming to work everyday.



### National Fire Chiefs Council (NFCC) Core Code of Ethics

The National Core Code of Ethics for fire and rescue services has been developed in partnership with the NFCC, Local Government Association (LGA), and the Association of Police and Crime Commissioners (APCC), to support a consistent approach to ethics. It helps to improve the organisational culture and workforce diversity of fire services across the country.



# As Chief Fire Officer my commitment to you is that:



We will **work towards a more diverse workforce** to improve our Service delivery and workforce inclusivity.



We will **balance Prevention, Protection and Response activity**

to meet statutory duties and best serve our community.

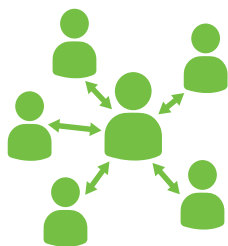


We will **work flexibly** and make the most of new and innovative approaches.

We will **respond positively to the HMICFRS inspections**

and support the national response to the HMICFRS State of the Nation report to drive change to our people and our communities.

We will **make and record transparent decisions** based on evidence through good governance.



We will **engage with local communities, partners, and representative bodies**, so everyone has an opportunity to influence the future direction of the Fire and Rescue Service. Our Community and Partners are at the very heart of what the Service is here to provide so your views are crucial to our success.

We will **continue to work with and listen to staff feedback** to ensure that selection, recruitment, development and retention policies and all other areas reflect your views and ideas.



We will **provide clear direction and accountability** in all areas of our Service.



We will **celebrate your success** through our performance and assurance framework.





# His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

*Nationally, Fire and Rescue Services are inspected for organisational effectiveness, efficiency and people by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.*

SFRS was inspected in December 2019, and again in February 2022, with the latest inspection report published on 20 January 2023. The inspections identify areas of progress, during the period of this Service Plan. There is a further inspection scheduled for July 2024.

The last report made 13 Areas for Improvement for SFRS to consider

## **The inspector said in the last inspection;**

*I am pleased with the performance of Suffolk Fire and Rescue Service in keeping people safe and secure from fires and other risks, although it needs to improve in some areas to provide a consistently good service.*

[Read the latest HMICFRS report](#)



# HMICFRS Culture and Values in UK Fire and Rescue Services

In March 2023, the HMICFRS published its latest findings on the state of the sector's culture and values, having first investigated allegations of toxic cultures of bullying, harassment, and discrimination. The latest investigation covers all 44 UK Fire and Rescue Services, with a small proportion of Services issued with Cause for Concern notices. Over half of all Services in the UK were identified as either requiring improvement or issued inadequate grades by the Inspectorate.



The HMICFRS made 35 recommendations to all fire services, 19 of which were actions for UK Chief Fire Officers to progress accordingly.

## The Grenfell Tower Inquiry

The Grenfell Tower Inquiry was announced by the Government in July 2017 in direct response to the Grenfell tragedy. 72 people lost their lives, more than 70 were injured and 223 others were directly affected because of the Grenfell Tower fire. A year on from the tragedy, Dame Judith Hackitt published her final report.

The report contained recommendations on the following 8 subject areas:

- 1) New regulatory framework
- 2) Clear responsibilities
- 3) Three 'gateways'
- 4) More rigorous enforcement
- 5) Higher competence levels
- 6) More effective product testing
- 7) Better information
- 8) Better procurement

[The full report can be found here](#)



## Manchester Arena Inquiry

On 22 October 2019, the Home Secretary announced an independent public inquiry into the Manchester Arena attack which took place on 22 May 2017 and resulted in the deaths of 22 people.

The report made 2 recommendations for consideration by Fire and Rescue Services nationally, as well as a number for attending emergency services and wider partners, which are [documented here](#).

# Fit for the Future

In November 2022, the National Fire Chiefs Council published an update to its Fit for the Future document:

<https://nfcc.org.uk/about/how-we-are-structured/fit-for-the-future/>

Fit for the Future was the first time organisations came together to consider what all fire and rescue services need to look like in the future and to acknowledge the challenges they will face in getting there.

The role of the Fire and Rescue Service and the improvements needed in the next five years are all set out in the latest version of Fit for the Future across three key themes, under which 12 specific areas of improvement have been identified;

## **Theme 1** **Service delivery and the role of the Fire and Rescue Service**

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## **Theme 2** **Leadership, people and culture**

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## **Theme 3** **National infrastructure and support**

Fit for the Future will inform how the roles of Fire and Rescue Service staff will be developed and it will inform how we prioritise our work within Suffolk. Fit for the Future sits at the highest level of national policy and a road map for Fire reform.

Suffolk Fire and Rescue Service has embraced the approach and is actively seeking to accommodate activities within its local delivery plans to support the twelve areas of improvement that span the breadth of fire and rescue business; from risk planning of prevention, protection, recruitment, and retention through to how we work with others to improve safety in our communities.



## **Fire and rescue services at a national level**

### **R130**

The National Fire Chiefs Council and the Fire Service College should establish a scheme for ensuring that all fire fighters are trained in first responder interventions.

20.184 to 20.185

### **R131**

All fire and rescue services should consider appointing a person within their control rooms who, in the event of a major incident, has the sole role of gathering and collating all available information and intelligence, and sharing it internally and externally to the appropriate extent.

SFRS is a learning organisation and seeks to improve the National and Joint Operational Learning. This includes locally identified improvements through incident debriefs and exercise debriefs.

# Message from the Deputy Chief Fire Officer



**Dan Fearn**

*Deputy Chief Fire Officer  
Suffolk Fire and Rescue Service*

***As Deputy Chief Fire Officer I will do my very best to ensure that I support the Service Plan in the delivery of our four areas of focus.***

Most importantly, this Service Plan will support diversity in our Service at every level and in every area. Our ambition is to make sure everyone is treated fairly, given equal opportunities to thrive and feel comfortable in the workplace.

We know that our role in the community can be challenging and at times difficult, therefore, we will work to improve how we look after those who are affected by what they experience in their everyday lives and whilst working in the community.

It is important to me that the activities outlined within the Service Plan directly contribute to the delivery of the five Community Risk Management Plan objectives, address improvements highlighted within the last HMICFRS inspection report and demonstrate transparent and inclusive governance around the delivery of the plan.

In doing so, it is equally important to recognise the value I place on the people who work tirelessly, around the clock, to keep our communities safe, and that Suffolk Fire and Rescue Service remains an employer of choice.

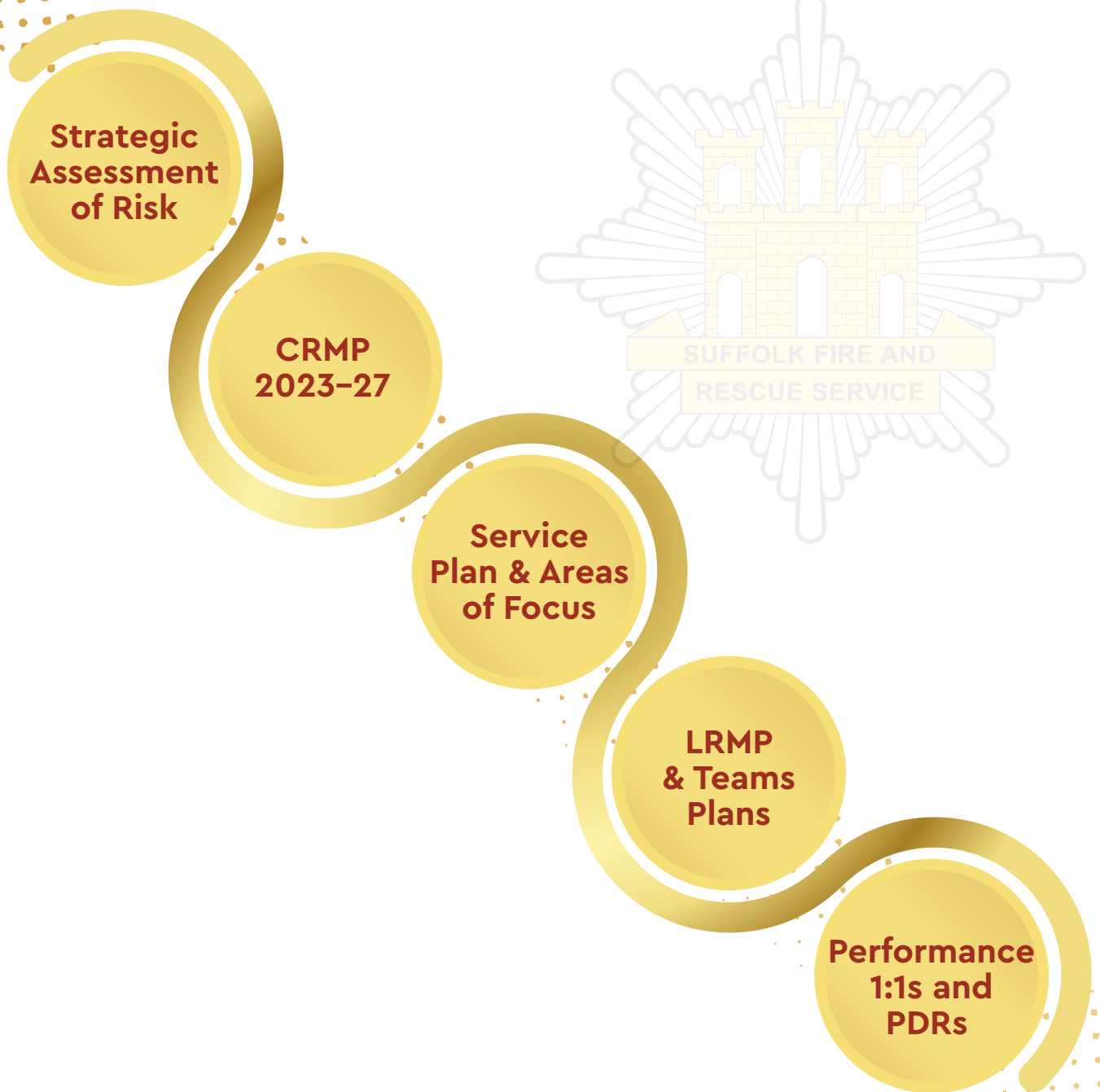
I will work with the Area Managers and their teams to split down the CRMP priorities into their own areas of focus and alongside this I will look closely at the other areas that influence our Service to make sure these factors are reflected in our plans.



# The Golden Thread

*The Golden thread is a simple visual representation of how everything we do connects us together.*

To achieve the CRMP, Service Plan and Team/LRMPs we will need to connect all of these elements together and make the link between the CRMP priorities and the work we all do in our teams. This is called the Golden Thread.



# Good governance through the Performance and Assurance Framework

*To ensure we make good decisions, manage capacity, and measure our success we have introduced a Performance and Assurance Framework. Through this framework we will ensure transparent decision making based on evidence and professional opinion.*

We will work within our agreed governance structure to ensure we make good decisions in a transparent way and prioritise capacity across the Service and monitor our success. Within our Governance we work with our County Council partners in finance, HR, IT, performance, and programme management.

Effective planning and resource management are fundamental as they support the delivery of our CRMP strategic priorities. Providing timely, informed decision making and enabling progress and improvements to be actively supported, monitored, scrutinised, and celebrated.

Fire and Rescue Service Governance boards will feed into the Senior Leadership Board with decisions and updates taken to the Council Members of the Fire Service Steering Group, Cabinet audit committees and scrutiny meetings which allows the Cabinet Members to support and shape our future service as well as scrutinise the delivery of ongoing work.

## Our Four Boards

**Service Leadership Board**  
(Chaired By the CFO)

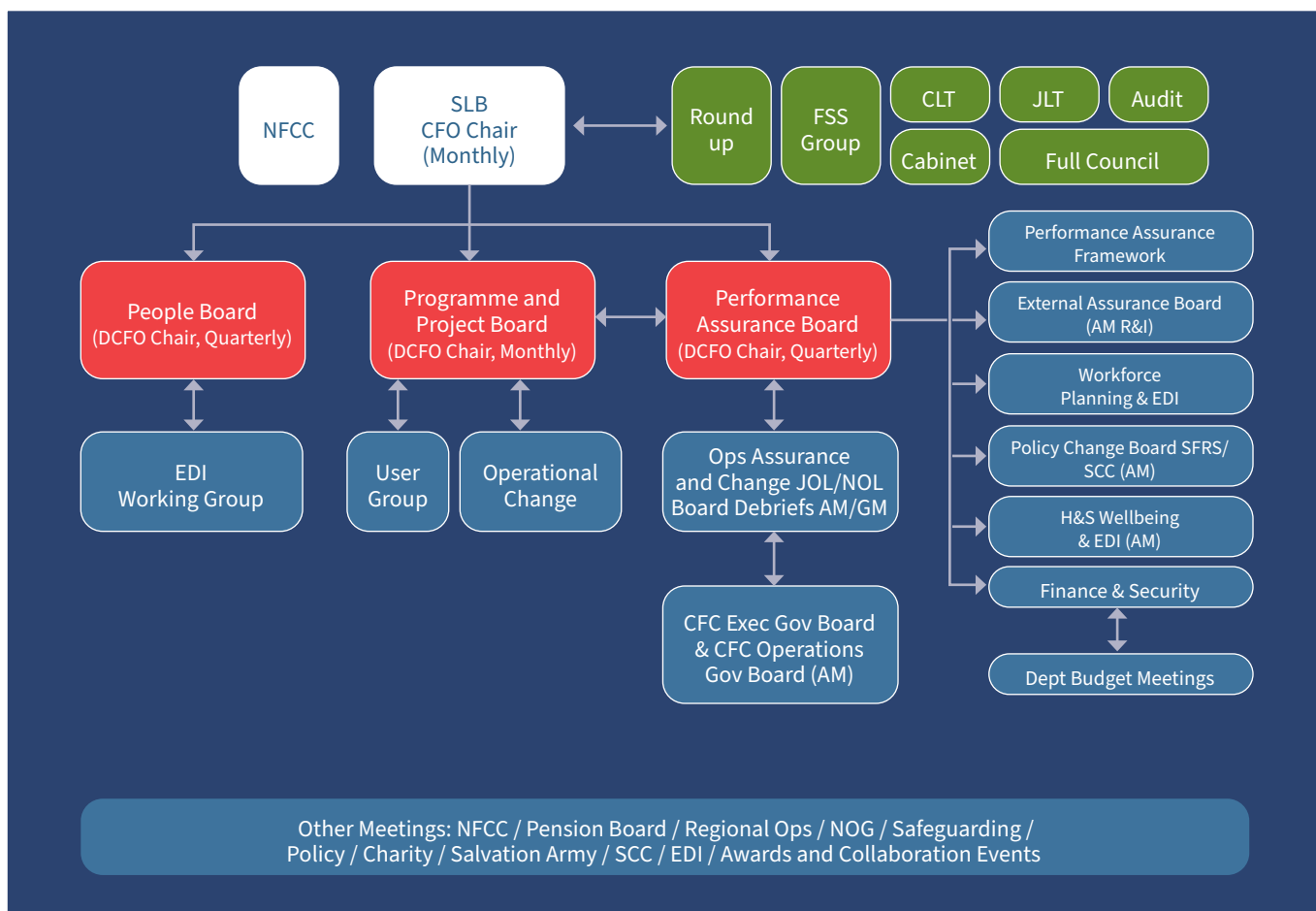
**People Board**  
(Chaired by the DCFO)

**Performance and Assurance Board**  
(Chaired by the DCFO)

**Programme Board**  
(Chaired by the DCFO)



# Governance



## Performance

The Performance Assurance Framework (PAF) defines how Suffolk Fire and Rescue Service will manage its performance to drive improvement and provide assurance to the Fire Authority and public. The PAF also provides a framework to manage and monitor risk and programme delivery. Effective performance management firstly involves identifying accountability through organisational Performance Measures. Then by monitoring, maintaining, and improving these measures it can be used as a key tool for delivering improvement and identifying risk and issues, alongside celebrating success.

## Our Performance and Assurance Monitoring Framework

To be effective, it is important that all our staff understand how their individual effort contributes towards making '*Suffolk Swift to serve, so our communities can lead safe and fulfilling lives!*'

The team and LRMPs help with this in making it clear what each member of our Service needs to do.

This fundamental link is supported through performance 1:1s to review progress so that everyone can influence their contribution to the overall ambition and purpose of the Service and shine through the recording of their efforts.

# Performance Assurance Framework



## Coordinating our capacity

Effective programme management through our Programme Board seeks to deliver projects on time, on budget, with agreed capacity and to an accepted standard of delivery.

We will utilise technology to help us coordinate and organise our work and assist us in reporting our progress. We will also invest in our project management capacity to assist us in our work.

### The PAF will therefore help us achieve our ambitions by ensuring that:

- We better understand what demands are driving our Service.

- We better understand how well we are performing now and where we need to improve further.
- We have better information to enable informed decision making.
- Manage our capacity through prioritisation.
- Our people are better informed and empowered to achieve continuous improvement.
- We are open and transparent in how we are performing.

To be effective, it is important that all our staff understand how their individual effort contributes towards making Suffolk safer. This fundamental link threads through to individual 1:1s and Performance Development Reviews and clearly articulated to every single member of staff so that they can influence their contribution to the overall ambition and purpose of the Service.

# How we measure our success through data

## Performance Measures

Performance measures are strategic top-level measures and are reported to our Fire Authority and made public. They provide a strong indication of the organisation's overall performance. Suffolk Fire and Rescue have 15 Performance Measures which are monitored at the Performance and Assurance Board. A quarterly strategic performance report is then taken by the DCFO to the Senior Leadership Board and then onto the Fire Authority via our Fire Service Steering Group and the Corporate and Joint Leadership Teams.

Our performance measures are reviewed annually to ensure what we report on is current, relevant and reflects the Community Risk Management Plan.

Internally our performance is monitored on PowerBI dashboards to make understanding our data easier. A quarterly information sheet is published on Suffolk County Councils website and is available via this link under summary of performance:

<https://www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/performance-reports-and-strategic-assessment-of-risk>

Our ambition is to make more data publicly available.

### Our current performance measures are:

1	Total number of incidents
2	Fire related fatalities in properties
3	Number of people killed or seriously injured as a result of a 'Road Traffic Collision' (RTC)
4	On-Call availability
5	First fire engine arriving at a dwelling fire within 11 minutes
6	Second fire engine arriving at a dwelling fire within 16 minutes
7	First fire engine arriving at a Road Traffic Collision (RTC) within 13 minutes
8	First fire engine arriving to all incident types within 20 minutes
9	Number of 'Home Fire Safety Visits' (HFSVs) carried out
10	Number of safeguarding referrals
11	Number of Statutory Building Regulation Consultation Referrals within designated timeframe of 15 working days
12	Number of Statutory Licensing Consultations within timeframe of 15 working days
13	Number of Fire Safety audits
14	Number of audits with remedial outcomes for unsatisfactory fire safety issues
15	Percentage of Site Risk Information records in date

# Service Measures

Service Measures are internal supporting measures that provide an indication of performance in more detail. These allow deeper dives into how our Service is doing and assist in identifying trends, issues, and areas of improvement. The Service Measures all support one or more of each of the Performance Measures.

## Annual Statement of Assurance

The Statement of Assurance details the financial, governance and operational arrangements that were in place for Suffolk Fire and Rescue Authority for the previous reporting year. It is produced in accordance with the Fire and Rescue National Framework 2018.

The statement outlines the way in which the Authority delivered its service, managed its finances and addressed risk in the period covered by the document.

To be as effective and productive as we can be, we will develop productivity and efficiency plan each year, to drive down cost and increase the benefit we provide to our community.

### We will do this through:

- Continued use of established social media channels videos and images relating to operational activity and to share Service updates
- Community safety campaigns and interventions
- Supporting public consultation and engagement through improved and accessible communication and information
- Maintaining an excellent relationship with all employees through open and timely two-way communication
- Promoting and celebrating the success of the Service to enhance its reputation
- Providing the resources and communications channels to allow us to work with partners to deliver accurate and timely public information on operational incidents and emergencies
- Supporting the work of our partners and playing our part in campaigns and initiatives aimed at improving public safety

For staff, there is the Fire Service App which provides internal messaging and information sharing across the Service.

Additionally, there are also the traditional communication methods of station noticeboards, letters to staff, meetings with representative bodies, briefings and focus groups, online surveys for staff and senior leadership visits to stations to feel connected.







# People and Resources

# Suffolk Fire & Rescue Service has a proud history of being Swift to Serve so the people of Suffolk can lead safe and fulfilling lives.



**Henry Griffin**  
*Area Manager,  
 People and Resources,  
 Suffolk Fire and Rescue Service*

This includes serving our own people by creating an inclusive and equitable workplace where we provide our teams with the most efficient and effective tools to safely deliver our statutory functions.

Our people are at the heart of what we do as a Fire and Rescue Service. Since Covid, it has been increasingly challenging to recruit into our on-call service but, with considered efforts, we are now making good in-roads in recovering to pre-pandemic staffing levels and we continue to work closely with employers in the area to raise the profile of an on-call career and the benefits it can bring back to the employing organisation.

The People and Resources department has the responsibility to support ongoing investment in people and training, as well as the buildings, equipment and vehicles required to facilitate the plans the Service is putting in place to create a sustainable future.

## *To support this we will:*

- Use the next planning period to develop and publish our People Plan utilising NFCC products and policy.
- Roll out standardised 1:1 templates for use across the Service.
- Re-energise the Service’s values to make sure that every single member of staff is aware and understands what is meant by WE ASPIRE, and how these values align to the NFCC Core Code of Ethics.
- Continue to prioritise our Health & Safety initiatives, processes and procedures to keep people safe whilst at work and well supported if absent from work.
- Recruit, retain, and develop a highly skilled, diverse, and motivated workforce.
- Continue to research, design, and deliver the very latest in vehicle and equipment technology that provides value for money and complements the Suffolk Climate Emergency Plan.





# Workforce Planning and Development

The aim of our Workforce Planning & Development team is to ensure we have talented people with the right skills in place to continue to deliver the best service to the people of Suffolk. This will be achieved by creating an inclusive and supportive culture where people feel safe in the workplace.

We will develop our workforce strategy and plans to forecast our workforce requirements to ensure succession planning needs are met. The county of Suffolk has a rich pool of talent and will use innovative marketing and advertising technology to reach these people in our recruitment campaigns.

We are committed to developing our retention strategies for harder to recruit areas such as On Call firefighters, engineering, and information technology. We will achieve this by providing high quality training, with clear development and equitable progression routes.

We are proud of the inclusive culture within Suffolk Fire & Rescue Service and are committed to building upon this culture to create a workplace where our staff can be themselves. We will ensure our staff feel safe in the workplace, with accessible routes to independent and confidential reporting mechanisms to highlight any behaviour that falls below our values. Through positive action we will enhance the diversity of our people to reflect the community we serve.

## Actions to support the CRMP include:

### 1.1 On-call sustainability

On-call recruitment and retention has historically been quite a challenge for the Service, with a 449 headcount on the on-call establishment but a roll call which is usually less than 400. This has a knock-on effect on attendance times, as well as the work/life balance of crews who are under establishment.

In recent months, work has gone into refining and improving the efficiency and effectiveness of the on-call recruitment process so that what once took up to 8 months from application to being safe to operate, now takes just 4 months. This has been achieved by increasing the frequency of aptitude and medical sessions on offer during the on-boarding phase and putting in place recruitment champions on stations to support campaigns and the recruitment process itself.

Whilst continuing to work with crews on the ground, 18 recruitment campaigns have been completed and with some considerable success; there are now 410 on-call staff active in the Service. The campaigns themselves have been tailored to the local demographic to ensure

the optimum reach, but what has been key is sharing and empowering crews so they know the process and can be an additional resource to help support new recruits.

#### **To continue to improve the on-call recruitment and retention for the Service we will:**

- Appoint a recruitment champion on every station to support the recruitment understand process and ensure a consistent approach.
- Work with the National Fire Chiefs Council to find a modern, flexible approach to on-call recruitment that works for staff as well as employers.
- Utilise our dedicated engagement team to work with large employers to unlock potential around the benefits of supporting an on-call workforce.
- Engage with parish councils to understand the locality and who to coordinate with to identify recruitment opportunities.
- Review the model of on-call with an aim of determining the options for greater flexibility across employment contracts.

### To assess the success and impact of the work the team is doing, we will measure:

- Applicant numbers as a direct result of on-call recruitment campaigns
- Aptitude and occupational health success rate (on-call)
- Leavers within the first 12 months of on-call employment
- Social media reach (on-call campaigns)
- Staff turnover (on-call)
- Number of on-call staff on payroll
- Days from application submitted to on the run

## 1.2 Recruitment and retention of support staff

All recruitment is now being standardised, so all new applications will be progressed through the Fire and Rescue Service recruitment team, which is also in place to support the recruiting managers.

There is close working with the HR Business Partner from Suffolk County Council to support, guide and advise on staffing procedures and policy whilst also supporting the succession planning process.

A recent IT procurement of Gartan Roster software, which allows organisations to make fast strategic decisions about staff and resource availability, will now mean that all departments, including those that are non-operational, will be shown in a single system. This will further allow for effective resource planning, and it is intended to work with the Performance team on a PowerBI report to inform the Workforce Planning process.

## 1.3 Equality, Diversity and Inclusion

The Service is a proud advocate for equality diversity and inclusion and will continue to ensure positive action opportunities are built into recruitment and progression. This includes developing a greater understanding of the benefits of positive action across the Service.

### Our commitment (source: SFRS EDI page)

*“We value diversity and actively promote equality and inclusion in all aspects of our work. We want people from under-represented groups and with a protected characteristic to see working for Suffolk Fire and Rescue Service as a rewarding, inclusive, progressive, and worthwhile career.*

*We want Suffolk to be a great place to work, a place where all our staff enjoy coming to work, feel they can be themselves and their differences are accepted as being an important and valued part of a wider and inclusive team.*

*We want people to feel they do not need to change just so they can fit into an existing team. We want people to feel they are encouraged to stay in the fire service, there is a career progression route for everyone, and this is supported and encouraged”.*

We will seek to close the gender pay gap by encouraging women to apply for more senior roles and promote targeted career conversations with staff from underrepresented groups. Alongside this we will monitor and encourage disclosure of diversity data through a range of sources to enable the Service to consider how it can increase inclusivity.

In support of the review of the On Call requirements for the Service, we will as part of this explore the impact of offering more flexible working arrangements.

We will also embed the role of qualified or trained EDI Advocates to champion and weave into the day-to-day service awareness; with respect to all protected characteristics and to make it everyone’s collective responsibility to encourage a safe space to work. To support this work we will conduct an EDI gap analysis across all 11 protected characteristics (9 plus 2 SCC) to identify areas of strength and areas for further development.

**This will include:**

- Seeking continuous improvement opportunities across the employee life cycle.
- A review of the effectiveness of EDI communication, channels, reach, content, and feedback.

**During the Service plan period, there are some key areas of focus around EDI that we are committed to deliver:**

- EDI evaluation of the impact of all EDI training over the last 18 months.
- Embed the Equality Impact Assessment process.
- To develop an increased understanding for all people responsible for written communication and content of the needs of neurodiverse staff and the community.
- To maximise our staff and their connections to all religions and cultures in Suffolk.
- To consider how learning and disability passports are used and how our responsibility is communicated to staff.
- To ensure we are correctly holding data of those members of our community with different faiths and cultures and our interaction with the whole of our community.
- Develop or commission a survey specifically to measure culture and attitudes and understanding.
- Focus groups or training session to explore how limiting beliefs can prevent individuals and the Service from moving forward.
- Utilise the SWIFT (Suffolk Women in Fire Together) network to consult, promote, support, and engage with staff and the public in the issues that are important for building an equal, fair, and diverse workplace.



# Fleet and Equipment

The aim of our fleet and equipment teams is to match our resource to the risk with a fit for purpose, modern, and affordable fleet of specialist vehicles. With staff engagement and dedicated research and development we will review gaps in our capability which require additional or different equipment and vehicles.

Through co-location of our fleet and equipment functions we aim to reduce property costs whilst enhancing the working environments for our technical support staff and workshop engineers.

To reduce our carbon footprint and support the Suffolk Climate Emergency Plan we aim to further electrify our small fleet and explore zero emission large fleet feasibility. Electrification and standardisation of our

equipment will offer a consistent and reliable set of tools for our staff to respond to emergencies. Best value will be sought through every procurement exercise working closely with partners in Suffolk County Council and exploring frameworks and collaboration to save money. We will seek to improve the social value of our procurement through using local equipment providers where possible and commit to a re-use, re-purpose, recycle methodology to reduce our wastage. This is entirely in support of CRMP Priority 5, Climate and working towards achieving a carbon neutral fire service by 2030.

# Operational Training

The aim of our operational training team is to develop the skills of our workforce to meet the risks presented within the county, both now and the foreseeable future.

Following investment in our training facilities we can provide a rich learning environment to ensure we have a competent and safe workforce through access to high quality training. We will annually review our training to ensure the different learning styles of our staff are met with accessible and inclusive teaching environments.

In addition to our core functions we will develop our specialist skills and command competencies to build upon the diverse requirements of the role, both locally and nationally. This includes meeting legislative requirements such as Section 19 for our emergency response driving.

We also have a small team responsible for Learning and Development, which is integral to ensure Suffolk Fire & Rescue Service continues to deliver an outstanding service to the public and to keep our firefighters safe.



# Prevention, Protection and Business Support



**If I had to summarise  
the area of the Service,  
I am responsible for, it  
would be to improve  
people's safety.**



**Per Middleton**

*Area Manager,  
Prevention, Protection and  
Business Support,  
Suffolk Fire and Rescue Service*

I believe the only way we can do this is to be well connected to the community. It is fundamental for me that the fire service is accessible and effective to everyone we serve.

To provide good value for public money, it is also important we completely understand how and where to invest our time and resources to do this in the best possible way. I ensure our resources are appropriately focused to improve people's safety from fire and other emergencies at home, in the workplace, and on the roads.

Looking forwards – modern life is providing new risks and benefits. I am keen to ensure our Service understands and reflects this. Improved technology and data sharing means we understand more effectively who is most at risk of fires in the home, and which types of buildings pose the most risk for residents and businesses.

I am using the support of the National Fire Chief Council to modernise our processes and practices and evaluate how effective these are, in line with the national best practice of the 'Fire Standards'. New and emerging technologies such as battery-operated, solar and wind technology means fire prevention and protection measures need to evolve too. I am ensuring we are fully engaged to provide an excellent service now and towards the future.

### ***To achieve this we will:***

- Develop our home fire safety prevention activity
- Increase our prevention work in rural communities
- Deliver focused prevention work for our hard-to-reach communities
- Provide advice and guidance on new legislation, ensuring compliance and enforcement of existing and new laws
- Develop our work in the built environment by increasing our engagement with people, companies and organisations, especially in higher risk occupancies
- Reduce the burden of Automatic False Alarms (AFA's).
- Review our operational premises to maximise opportunities to modernise our stations and improve our firefighter welfare facilities
- Use new technology where possible, to share information with our staff and our community and ensure we are well connected



# Prevention

The aim of our dedicated Prevention team is to reduce the risk of injury and harm to those most vulnerable in our community. We will use a data led and person-centred approach to target those at most risk of fire and use the resources available to us to improve their safety.

By understanding the profile of communities across Suffolk and the risks they face we will work with our partners to safeguard where necessary and ensure support and intervention is given to those when they need it the most.

We will use education and targeted activities to reduce deliberate fires with the potential to cause harm to people or damage to property and improve people's safety on the road or near water.

With improvements in technology, we will make sure our systems and information campaigns are efficient and effective.

We will evaluate the impact of our prevention work against trends in incident analysis and through assessment of changes in public behaviour, attitudes, and intentions. We will also quality assure our prevention process against national standards and frameworks to ensure our resources are focused on those most at risk and making a positive difference.

## *Actions to support the CRMP include:*

### **2.1 Changing our Home Fire Safety Visits**

We will review and enhance the entire process for our Home Fire Safety Visits. We will ensure all our targeted visits are focused on those at very high risk of injury or death from fire in the home by using data and evaluating its effectiveness. We will do this by using person centred data and analysing the impact of the visit, scheduling follow up contacts to assess behaviour change because of our intervention. Alongside this we will monitor incident trends.

We will ensure our dedicated practitioners are trained to the national standards which are aligned to the National Chief Fire Council's Person-Centred Framework and we will equip the team to deal with those in our community with complex social needs and at very high risk of injury or death from fire in the home

We will ensure our process is as effective as possible and is flexible enough to evolve with changing technologies to maximise the amount of visits our response crews and practitioners complete. Our approach will be based on a Community Risk Data set made up of person-centred data. This is where partner's data is shared with us, and

we can overlay this with our own risk information to identify those at highest risk in our communities. The data set will link to our existing IT platform and our team will be issued with new devices capable of supporting the new system whilst they conduct their work in the community.



## 2.2 Increase prevention work in rural communities

We know from the work we do with our partners in health and social care that vulnerable people in rural communities can feel more isolated and become harder to reach. Many of our partner agencies are already working hard to reach them and offer support such as adult social care and community health services.

By improving the referral pathway using the national Safelincs platform, this will complement the information we provide online via our website and have links into our existing prevention system so that relevant information can be seen in a single system. The system will automatically create a job for specialist prevention or operational teams who, having conducted the scheduled visit, will be able to upload key information and outcomes to the system. This is all with the aim of increasing the reach of our Home Fire Safety Visits to those most at risk and guarantee a visit as quickly as possible. For those most at risk, this will be within 24 hours.

We will improve the training, understanding, and reporting process for safeguarding so the most appropriate services are aware and able to provide support to the people and households that are identified as needing support.

## 2.3 Target adults with Fire Setting behaviours or history

Fire setting behaviours in adults can pose an extremely high risk of injury and damage to property. There is evidence of how positive intervention can reduce this risk or even prevent these behaviours.

Over the plan period, we will continue to develop our approach to the Fire Setters intervention by improving our understanding of impact and how best we can deliver the programme in future so that we have the most impact.

We will work with the Police, Health and Local Authority Partners to share information, identify people with these behaviours, and take an active role for interventions. We will continually evaluate the effectiveness and impact of this work.



# Protection

The aim of our dedicated Fire Protection team is to ensure people are as safe as possible in the built environment. We are required to have a Risk Based Inspection Programme (RBIP). Our RBIP follows the latest guidance available from the NFCC and is reviewed and approved by the Service Leadership Team every year. The SFRS definition of ‘high risk’ premises is:

“High Risk premises are identified using the principles of IRMP Guidance Note 4 and NFCC Guidance (October 2021). It includes generic FSEC categories linked to the occupancy type (Higher Risk Occupancies) and considers other parameters such as; societal fire risk, likelihood of a fire occurring and likelihood of non-compliance.”

We check compliance with legislation through our RBIP and will take reasonable and fair actions to ensure that those responsible for the safety of those buildings meet these duties.

We work with local authority partners at the early planning stage, looking at detailed plans that have been submitted for new businesses and homes, ensuring that they comply with Part B (Fire Safety) of the Building Regulations.

We engage with responsible persons to guide, inform, and educate them to comply with the legislation to keep people safe. Business engagement is part of our impact days, events we attend and features heavily in our social media posts and on our website. We work closely with the NFCC to support their campaigns and host their products/guidance on our website.

Using strong links with the National Fire Chiefs Council, we inform and learn about risk from new and emerging technologies such as Battery Energy Storage Systems, so we can ensure the public and our operational staff are protected during emergencies.

With the introduction of the new Building Safety Regulator (BSR) we will play an active role in supporting this new regulatory regime. A Suffolk officer is the Eastern Region Fire Safety BSR manager, and they also work as the engineer within BSR. One of our inspecting officers is also working within this team. This work will continue to evolve in line with changes in legislation and national learning.

## *Actions to support the CRMP include:*

### 3.1 Automatic False Alarms

We will use data over time to reduce our attendance to accidental actuations of Automatic Fire Alarms (AFAs). This will be achieved by reviewing the attendance criteria at point of call and filtering them before mobilising.

We will review our unwanted fire signal policy to identify properties where we have attended on several occasions and ensure this is being applied consistently.

### 3.2 Changing legislation

Fire Protection legislation is changing because of national reviews from which there is considerable learning. Our dedicated Fire Protection Officers are actively working locally, regionally, and nationally to ensure we are in line with new guidance linking in with colleagues and sharing best practice.

We will continue to support the National Fire Chief’s Council and provide training and education to the staff in our Protection Team. A recent example of this in practice is the training delivered to SFRS staff by retained barrister David Stotesbury, who also advises the NFCC. David continues to support the team to ensure we deliver the best and most appropriate service to protect the people of Suffolk.



An example of new guidance issued by the Home Office this year which Protection staff have had training on is;

6.8253 - PSG - Small paying-guest accommodation - Guides & checklist ([publishing.service.gov.uk](https://publishing.service.gov.uk))

### 3.3 Our changing built environment

The county of Suffolk is changing, and our Protection Team will adapt to reflect this. We are seeing an increase in population which means more housing developments are being proposed. We will continue to work with our partners to ensure fire protection and adequate water supplies are considered at planning stages.

We are seeing an increase in large storage facilities. We will continue to inspect and advise on building safety and ensure our operational firefighters familiarise themselves with additional risks they may face such as high bay racking.

Industrial scale alternative fuel sites are proposed for Suffolk such as Solar and Battery Energy Storage Systems. We will continue to feed into the National Fire Chiefs Council, and ensure the latest advice and guidance is presented to planners when considering these sites, as well as factor this into training programmes rolled out to staff.

### 3.4 Health and Safety Executive Building Safety Regulator

We are committed to this collaborative approach with the Health and Safety Executive to ensure new buildings that fall under Building Safety Regulations are designed to meet these regulations and safety standards. We will be active partners from the planning stages to occupation of new high-rise buildings, by ensuring our staff are fully engaged in this new and innovative approach. As a Service, we are committed to supporting the work of the NFCC through our representation on the Protection Board Steering Group, the work of which advises the national Protection Board on the direction of travel for fire authorities across the UK.

We are meeting this commitment by seconding two of our trained and experienced Fire Protection Officers into these roles which is a regional position and provides us with links into national policy setting and development. This ensures we directly support the central direction, and our staff can bring this knowledge back into Suffolk to share with colleagues and influence the way we conduct our business.



# Service Business Support

Our Community Risk Management plan states ‘Our people are our most valuable asset in delivering our Service to you’. The work of our Service Business Support Team is at the centre of this, by sharing information and maintaining effective communication both internally and externally with the community.

Their primary purpose is to support the Service Headquarters, District and functional teams across the Service including Training, Fire IT, Workshops, Health & Safety and Protection and Prevention teams with effective administrative services. The team are the first point of contact for telephone enquiries from the public and other agencies, ensuring Suffolk has a non-emergency phone line during office hours. Enquiries are also received via different platforms such as social media online enquiries and emails.

Their support also reaches across the Service, with dedicated staff at operational fire stations, and involvement with key events such as our annual awards ceremony.

Being closely connected to the community they receive compliments, complaints, freedom of information requests and can offer back key information, that will help us improve our Service and understand how well we are performing.

The team covers a wide area of service that is rapidly changing. As the Service moves forward with changes and advancements in technology like electronic display screens at all our locations, and our new fire service news mobile phone application, the Business Support Team will be adapting and changing to help provide these services. This will help our staff realise the benefits and remain well connected.

I believe communication is fundamental to any change. With our Business Support Team already at the heart of this, their role will continue to grow as the key service aims are delivered.

## Property

Suffolk is a big county, and our Fire Service has a range of buildings from operational fire stations to our Training Centre facility and dedicated Service Headquarters (SHQ).

I recognise the important part our buildings play in keeping our staff safe and ensuring we can deliver the best possible service to the public.

My aim for managing our property portfolio is to ensure we invest our resources in the most effective way. This will help us meet our stated climate pledge (as detailed in the CRMP) and provide the assurance we are delivering good value from our property budget.

To do this, we are reviewing all our operational premises against national best practice for fire stations that includes benchmarking welfare facilities and how we

manage fire contaminants that are linked to the risk of cancer amongst firefighters.

The findings of this review will be incorporated into our routine maintenance schedule and any agreed new work programmes. This will mean we can fully use all opportunities to modernise our premises.

We have a good past record for collaboration, and I am keen to build on this when efficiencies and opportunities exist.

I believe this will ensure our properties can support a modern fire service, and give confidence they are safe, efficient, and effective for the future.



# Response



**If I had to summarise the role and function of Response, it would be that we keep our communities safe and help them to lead healthy lives.**



**Allie O'Neil**

*Area Manager,  
Response,  
Suffolk Fire and Rescue Service*

Our response teams are at the heart of our communities, delivering a swift, efficient, caring, and compassionate emergency response to people when they are in need of urgent assistance and preventing the occurrence of fires and other emergencies through their prevention and protection activity.

Our teams have a passion for serving their communities and do this with pride and enthusiasm. They are professional, maintaining competencies to ensure they deliver the highest level of safety and emergency preparedness, delivering excellence in the frontline response and protecting and assisting our communities when they need us most.

Working collaboratively with our prevention and protection teams, other agencies and partners, our crews help to deliver important protection and prevention work which improves our communities safety and delivers the best possible outcomes for Suffolk.

To ensure we continue to provide an effective and efficient response to fires and other emergencies our focus in this planning period through to March 2025 are:

- Focus our prevention activities in areas of our community where we can have the greatest impact using our Local Risk Management Plans
- Monitor and report on our response activity to ensure continuous improvement, celebrate our achievements and scrutinise areas where we can enhance our performance
- Continue to work and hold regular training and exercises with our Suffolk-based emergency responders, agencies, and our neighbouring fire services to maintain our competencies, awareness and ensure that our combined emergency service responses is effective and efficient
- Providing the right resources in the right place
- Update our water rescue capability
- Commencing a review of our Duty systems to provide sustainability and resilience.

### *To support this we will:*

- Deliver the Water Rescue Review project to ensure safe and effective response by our firefighters, utilising the correct PPE and equipment, bringing cost effective and adaptable flood and rescue solutions to meet current and future changes
- Monitor and develop our firefighters' skills and competencies, ensuring we have the right people with the right skills in the right locations with training tailored to emerging requirements
- Using data and intelligence to enhance our performance and continuous improvement to ensure we work towards and meet our response standards
- Prioritise our prevention activity by working closely with Prevention and Protection to ensure we provide quality focused work

- We will develop a Local Risk Management Plan for every fire station, which targets their local risks and enables station activity to reflect the needs of that community
- Aligning with the recruitment team we will commence the On-Call duty system project, part of the programme of works planned to review our Duty System Review

We will focus on delivering efficiency and effectiveness without compromising public safety. By supporting innovative and more efficient ways of working we can drive improvement and help ensure we provide the best service for our communities.

Our ongoing analysis of our performance, current and emerging risks within our communities, will identify smarter ways of utilising our resources, ensuring that we have the right resources in the right locations with professional competent firefighters trained to the highest standard.





## Actions to support the CRMP include:

There are a number of significant activities the teams will deliver across response and collaborate with other departments to deliver CRMP objectives across the Service.

### 4.1 Response standards

The new response standards were part of CRMP consultation with implementation commencing after the launch of the CRMP. Response standards are targeted and part of our performance measures which are reported to the public and our council.

Monitoring our speed of response to specific incidents is important to ensure we provide the best response to our community. We recognise that there are gaps in the shape of our response and that emerging risks may challenge our current ability to respond as effectively and efficiently as possible.

Regular scrutiny of our performance will allow us to identify areas for improvement, understand where we can enhance performance and identify good practice which enables the most effective response times and share this across our stations.

We will continue to provide feedback and actions to the Performance Assurance board against the factors which affect our response standards positively and negatively and look at how we can reduce the impact on our response times.

### 4.2 Review of our emergency fleet and equipment

The majority of the incidents we respond to can be adequately resolved through the deployment of personnel with the right skills, and with the equipment available on our fire engines.

We currently work closely with our Equipment and Workshop teams to assist with the trial and procurement of new equipment or replacement equipment.

This period our focus is on the delivery of the Water Rescue Review project. This project is to refresh and replace existing assets and implement suitable replacement programme. This project is due to be delivered by the end of the financial year.

### 4.3 Review of our emergency fleet and equipment

We have a responsibility under the Civil Contingencies Act as Category One responders. We will continue to work closely with our partners, national resilience teams and the Suffolk Resilience Forum (SRF). We will look to identify opportunities and innovative ways of enhancing the services we provide to our communities.

In addition to working with our blue light partners and agencies, we have a calendar of exercises planned which will enable crews to maintain their competences, skills and awareness of risks both in the county such as at the Port of Felixstowe, or in our neighbouring risk cross borders, ensuring our combined response is proportionate and effective,

This year we will be looking at how our firefighters work to deliver our community prevention and protection work, working alongside our Prevention and Protection teams and external agencies to help us support and identify those people who are at higher risk from fire and other emergencies.



# Organisational Risk and Improvement





**If I had to summarise the role and function of Organisational Risk & Improvement, it would be that we keep our organisation, staff, and communities safe through the use of modern and resilient systems, development of risk assessments and policy process aligned to national and regional best practice.**



**Toby Gray**  
*Area Manager,  
Organisational Risk  
and Improvement,  
Suffolk Fire and Rescue Service*

We focus on utilising risk and performance data to improve ways of working across all service areas, improving transparency in our performance ensuring SFRS looks for continual improvement. We build strong relationships with internal and external partners to plan for and react to a broad range of emergencies.

My ambition for the future is to further enhance those partnership arrangements and relationships to ensure that the service, at every level, understands the key role they play in delivering improved outcomes, and to deliver resilient and future proofed technology that supports activity in the most efficient and effective manner possible, maximising the value staff feel in the delivery of their daily activity.

The focus through to March 2025 is to support the activities of a safe, professional, effective, and efficient Service, with a focus on improvement activities as set out in the Service Improvement Plan and Community Risk Management Plan. Whether this is how we reach and work with our partners and community and how this is measured and represented through our performance and assurance framework, the Organisational Risk

and Improvement Team will work across the Service and with department leads to develop efficient policy, process, and systems.

**The key areas of focus for this planning period are:**

- Supporting and contributing to the National Fire Chiefs Council
- Maintaining and enhancing our Over The Border arrangements
- Continually improving the functionality of our Service systems and processes
- Being alert to new and emerging technologies
- A focus on data and demand to drive the pace and nature of the work
- Being alert to new and emerging local and national risks
- Support the Service to improve the use and visibility of National Resilience Assurance Team assets on both a local and national level.

We will do this whilst having regard to enabling efficient ways of working with the Local Resilience Forum and Suffolk Resilience Forum on a local level, and national bodies such as the National Fire Chiefs Council, the National Resilience Assurance Team, the Home Office, the Health & Safety Executive and others.

## Our team commitments

- We will develop our Health & Safety and Policy Database that will improve the safety, efficiency, and effectiveness of staff across Suffolk Fire and Rescue Service.
- We will continue to develop our Project and Programme methodology and support that will see implementation improvements across the Service and will ensure transparent oversight in how these are resourced, delivered and how we measure the benefits these have delivered.
- We will deliver new Fire specific IT solutions and infrastructure to echo this approach of improvement, effective efficiency and work with you to identify the solution to meet the needs and outcomes required within the agreed IT principles aligned to Suffolk County Council's Technology Strategy Comms Deck 2022 Revision v1.2.pdf
- We will finalise the development of the PowerBi solution so that real-time performance data is available internally and externally to improve our transparency as well as our understanding of Service performance.

## Working with staff

The team commitments we have made rely on a focus of making Suffolk Fire & Rescue Service the best place to work and Suffolk the best place to live. With this in mind, the Organisational Risk & Improvement team across every department has, and will continue to, work with colleagues, stakeholders and partners to deliver improvements and change, be that in technology, procedures or simply advice on National Best Practice and we work with every Head of Service (Green and Grey book) to ensure continual improvement.



# Risk & Resilience

The aim of the Risk and Resilience team is to ensure the health, safety and wellbeing of our staff before, during and after incidents through the development and provision of risk assessed processes and operational risk information and guidance information to staff. Ensuring we are horizon scanning at a local and national level linking in with the Local Resilience Forum (LRF) and Suffolk Resilience Forum (SRF) to ensure we fulfil our statutory duty and support a joint approach to preparedness and response to multi agency emergencies. The Organisation Assurance team will facilitate and support formal debriefs to inform organisational learning and shape the development of practices and equipment.

## Health, Safety & Wellbeing

My Health, Safety and Wellbeing team ensure staff activity is supported by suitable and sufficient risk assessments that ensure hazards and risks are mitigated in line with the Health and Safety at Work Act.

We will develop our Health & Safety and Policy Database that will improve the safety, efficiency, and effectiveness of staff across Suffolk Fire and Rescue Service.

We will embed a culture of health and wellbeing across the Service allowing staff to fulfil their functions in a safe and effective manner, reducing the impact and effects of operating in this sector by introducing national best practice fitness standards, providing and signposting staff to the many varied wellbeing support functions available the SFRS, SCC and external partners aligned to our wellbeing strategy.

## Operational and Organisational Risk

The aim of the team is to ensure SFRS staff at all levels undertake training and exercising at those high-risk sites and premises across the county as well as ensuring Operational Risk information and plans are tested

and debriefed. SFRS will learn from and contribute to national and joint operational learning (NOL and JOL) shared with the sector by the National Fire Chiefs Council, we will implement, and exercise operational changes based on this shared learning.

We will review how we monitor and support stations and staff through station audits and assurance and how we capture, learn and implement change from operational audit and incident debriefs to ensure that staff feel valued and empowered to work in a safe environment, sharing this learning beyond SFRS through the Local Resilience Forum and the NFCCs National Operational Learning and Joint Operational Learning platforms.

There are a number of significant activities that the team will deliver across these department, these include the HS&W database review and refresh, a policy database refresh and how this links in with the adoption and implementation of National Operational Guidance (NOG), and the adoption and implementation of PORIS (Provision of Operational Risk Information System) across our Operational Risk Inspection Programme to standardise the frequency of site inspection across Suffolk by staff all of which contribute to the delivery of our CRMP.





*Actions to support the CRMP include:*

## National Operational Guidance

The aim of the National Operational Guidance (NOG) is to standardise how fire services respond to and deal with incidents from when the emergency call is received to how crews resolved it. The NOG implementation team, who form part of the Policy team, will work with colleagues in Training, Learning and Development and Response to develop Training material and Procedures that align with National Guidance to deliver improved regional alignment and improved effectiveness and resilience across the region. This approach will see efficiencies in service delivery and procurement. The NOG implementation team represent an efficient and effective way of delivering regional standardisation. We have and will continue to bring together representatives from our regional FRS partners to centrally agree an approach which reduces the development demands on any single service. The team share best practice and lessons learned from the national implementation as well as looking at those systems used to support Learning and Development to further improve regional alignment.

## Performance & Improvement

### (including Programmes)

The aim of the Performance, Improvement and Programme Management team is to develop and implement a programme and project management structure that supports the service to deliver cost effective and efficient project delivery through robust governance and document management. We will develop and support project documentation that ensures sound decision-making and project resourcing.

We will develop action plans that allow Suffolk Fire & Rescue Service to record how the findings of national incidents such as Grenfell Tower, Manchester Arena and the cultural review impacts SFRS and how recommendations are being managed and implemented. We will continue to develop this to ensure we look to implement

improvements in systems, process, and technology to continually improve and we will share progress with our staff and the community we serve. This approach will ensure that we are able to focus on the highest risks in our community whilst managing our limited resources and capacity to deliver maximum improvement opportunities for our staff and the community of Suffolk.

## Performance Team

My aim for the performance team has built a suite of performance measures that provide transparency in how we deliver our Service to the community, and we will continue to evolve these high-level measures to report and demonstrate how effective we are in our delivery. Alongside these high-level measures we are and will continue to develop Service Measures (department and team measure). These will help you identify areas for improvement and recognise and share good practice and further improve and develop ways of working.

The kinds of Service Measures that the team is helping to develop will guide and inform service awareness of key areas that either present a challenge or represent good practice. Examples of some of these are:

- The Number of Accidents or Near Misses reported
- Risk Assessment and Policy database status
- Service Fitness status
- The Number of Formal debriefs undertaken
- Internal and Cross border exercises



## Responding to National reviews and action plans

The Performance and Improvement team have developed action plans that allow Suffolk Fire & Rescue Service to record how the findings of national incidents such as Grenfell, Manchester Arena and the cultural review impacts Suffolk Fire and Rescue Service and how those recommendations are being managed and implemented. We will continue to develop this action tracker platform and how we share progress with our staff and the community we serve.

## Our approach to continuous improvement

Following our HMICFRS inspection and subsequent report, we continue to track the progress we are making against not only the Areas for Improvement, but also areas that we have recognised internally where we could be better. This is being linked back into the project and programme board and sees a journey of continual improvement as we continue to review published reports from other services and take on board learning from these too.

My aim for the team is to facilitate and deliver a new HMICFRS inspection. An inspection that marks the first under His Majesty King Charles III. The team will support the Service and its leadership team in preparing for this inspection and assist the inspectorate in their information gathering. This inspection will see SFRS subject to a revised marking criteria that now includes an additional criterion of Adequate grading, and we will support the development of any subsequent action and improvement plans as required following this inspection. This approach will ensure that SFRS remains on a journey of continual improvement and will see actions being tracked through the governance structure.



## Fire ICT

Fire ICT has a road map of project and maintenance in place, which considers the County Council's Corporate Strategic Objectives:

- Providing value for money for the Suffolk taxpayer through:
  - Redesigning services and processes to drive productivity and value for money
  - Investing in technology and using the internet and innovation to improve communication, services and our efficiency

The aim of the Fire IT team during the Plan period will be to focus on supporting a digital transformation across fire systems and interfaces in line with agreed key principles of:

- Utilisation of up-to-date futureproofed technology
- Utilising tried and tested technology and systems
- Off the shelf product procurement wherever possible
- Cloud based to enhance resilience
- Full end to end support through robust contract management
- User support through training and technological support
- Remote working hardware for Prevention, Protection and Response and other teams where necessary



At any given time, Fire IT oversees a rolling programme of upgrades and improvement works. These will be delivered in line with principles set out above and agreed in Senior Leadership Board and consider the County Council's Technology Strategy 22-24. This programme will further improve staff and community safety and contribute to improved response standards within the communities we serve in support of CRMP priority focus 4.1 Emergency Response Standards.

- Establish and continually evolve our road map to make better use of suppliers with the skills we need to cater for demand
- Reduce our delivery capability for things that can readily be consumed from the marketplace
- Deploy our resources based on product lifecycles and flows
- Reduce our reliance on on-premise technology over the next 24 months, where appropriate
- Empowering our users to deal with most queries and support requests at the first point of contact
- Leverage technology as an enabler of transformation.
- Integrating our services with our partners providing common approaches where possible
- Joint commissioning and delivery across and with our partners in Health and Local Government, where appropriate
- Embed consistent service management, contract management, and supplier management standards and reporting mechanisms across all Product Teams to enable us to monitor and improve our Service provision on a continuous basis.

This will include the delivery of a SharePoint migration from our current solution to the SharePoint365 platform, delivering greater end user functionality whilst improving data visualisation integration opportunities through PowerBi. We will work with suppliers to enhance functionality and integrations that help staff access news, updates, training, and documents they need for their work, to developing new ways of keeping each of our 35 stations in touch with news from Headquarters and the wider Suffolk County Council network.

## Control Relocation

The aim of this project and the team driving its delivery is to bring the fire control back to Suffolk in our very own control facility. To do this we will engage with the whole service to ensure we deliver the full potential of the project and explore every opportunity to deliver futureproofed solutions and facilities here in Suffolk. This will see representatives from every service area contributing to developing new systems and ways of working that will see improved outcomes for our staff and communities, in support of all the CRMP Priorities.

Suffolk Fire and Rescue Service will be working with Suffolk County Council colleagues to deliver a new Resource Management Centre (Fire Control Function) over the next 18 months. This represents a significant opportunity for SCC, the community and the Service and will enable new and improved ways of working across all areas of the Service with the introduction and integration of systems that will see Suffolk Fire and Rescue Service on a journey of IT transformation.

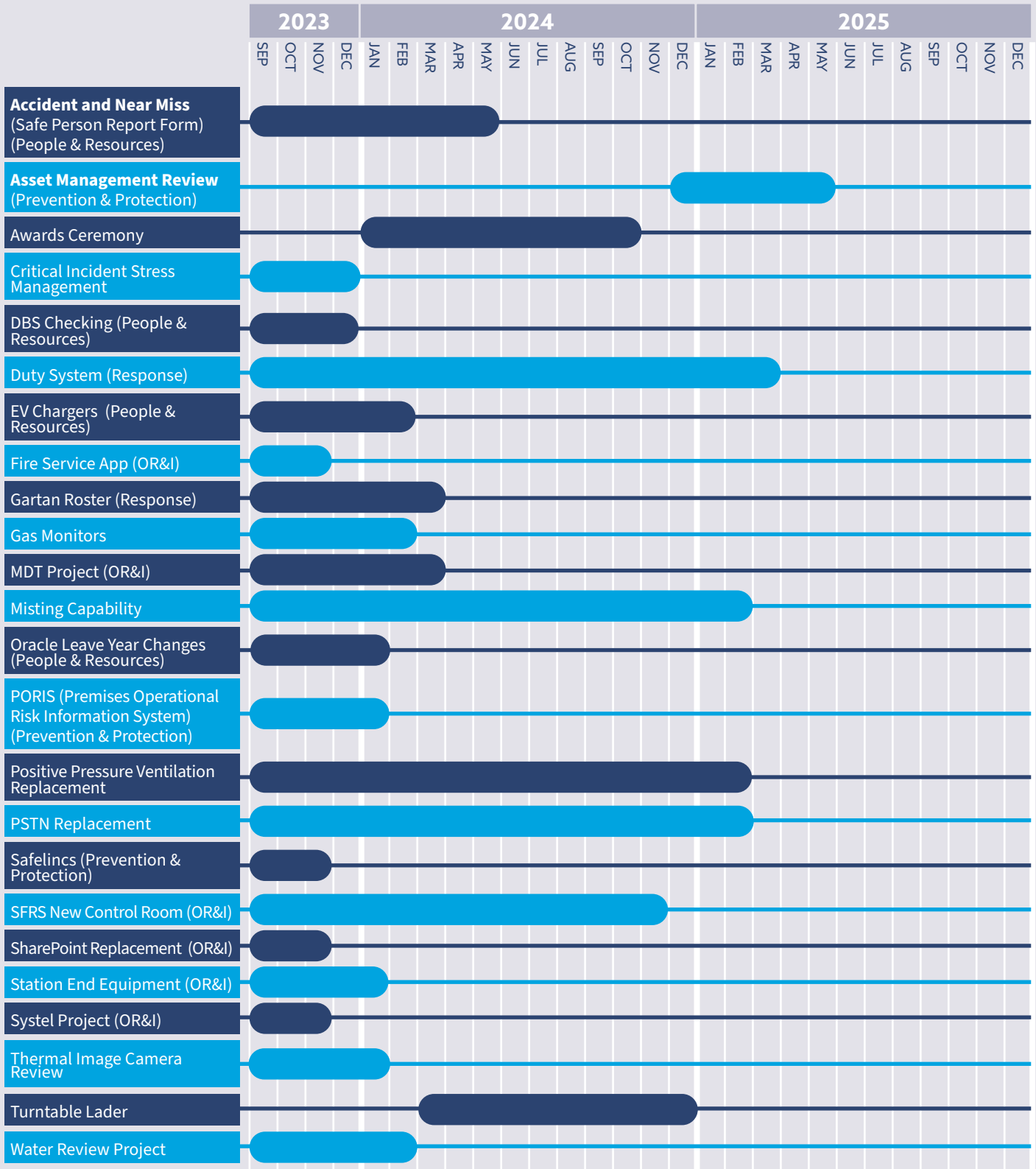
There has been a project delivery team implemented and they are working with departments across both Fire and Rescue and the County Council to understand the needs and impact of current ways of working and what the future might offer teams through this IT transformation.

The return of this control room function will once again give Suffolk Fire and Rescue Service the ability to implement processes and systems that improve our understanding of what good looks like and how we manage that and feed this into our Performance Assurance Framework to monitor performance and effectiveness. We will implement a governance structure that ensures accountability and assurance and will build a set of service measures that inform stakeholders.

### Service Measures such as:

- Time taken to answer a 999 call
- Call handling time
- Mobilisation times of officers and appliances
- Number of calls received into the control room

# Project timelines



# Glossary of terms

<b>Term</b>	<b>Description</b>
<b>AFA</b>	Automatic Fire Alarm
<b>Audit Committee</b>	Made up of democratically elected councillors, the committee will support and monitor the authority in the areas of governance, risk management, external audit, internal audit, and inspections.
<b>BSR</b>	Building Safety Regulator
<b>Cabinet</b>	Cabinet is the part of the Council that is responsible for most strategic decisions. It comprises the leader of the council, deputy leader, and councillors who hold portfolio responsibilities.
<b>CBRN</b>	Chemical, Biological, Radiological, Nuclear
<b>CCR</b>	Combined Control Room, based in Huntingdon . A single control room managing 999 fire calls across Cambridgeshire and Suffolk.
<b>CDC</b>	County Day Crew - wholetime firefighters who are strategically deployed to maintain fire engine availability across the county during peak operational hours.
<b>Chief Executive</b>	The Head of Paid Service for Suffolk County Council
<b>COMAH</b>	Control of Major Accident Hazards
<b>CRMP</b>	Community Risk Management Plan - Outlines who we are as a service, the work we plan to and carry out and the resources that we have in place to respond to emergency situations.
<b>EDI</b>	Equality, Diversity & Inclusion
<b>Fire Authority</b>	A supervisory body which ensures that a local fire service performs efficiently and in the best interest of the public. In Suffolk Fire & Rescue's case this is Suffolk County Council.
<b>Flexi Duty Officers</b>	Rota system designed to cover standby hours, thereby ensuring the 24-hour availability of level two, and level three, incident commanders.
<b>Golden Thread</b>	Visual representation of how everything the Service does is connected across all parts of its system and how it is held together by a common interest or purpose.

<b>Governance</b>	Governance deals with the structures and processes by which an organization is directed, controlled, and held to account.
<b>HAZMAT</b>	Hazardous Materials
<b>HFSV</b>	Home Fire Safety Visits – Over the threshold visits to households that have been referred to SFRS.
<b>HMICFRS</b>	His Majesty's Inspectorate of Constabulary and Fire & Rescue Service.
<b>HSE</b>	Health & Safety Executive
<b>IRMP</b>	Integrated Risk Management Plan (now CRMP)
<b>IRS</b>	Incident Reporting System
<b>IT</b>	Information Technology
<b>LRMP</b>	Local Risk Management Plan – Operational Plans for the Stations, Aligning their work with the Service objectives which ensures local risks are identified and resourced.
<b>MDT</b>	Mobile Data Terminals are computerized devices designed for use in emergency vehicles which need to send and receive data whilst on the move.
<b>Near Miss</b>	A health and safety term used to describe an event which had the likelihood to turn into an accident. Reported to make changes to the working environment with a view to preventing further events of the same nature and therefore avoiding the risk of accidental injury or death.
<b>NFCC</b>	National Fire Chiefs Council
<b>NOG</b>	National Operational Guidance
<b>On-Call</b>	On-call firefighters who respond to emergency calls within their local area either from home or from their place of work.
<b>PAF</b>	Performance Assurance Framework. A mechanism to support overall decision-making, capacity planning and performance management and provide assurance to the public and the Fire Authority.
<b>People Board</b>	Chaired by the Deputy Chief Fire Officer and meeting on a quarterly basis to review and monitor our People strand.
<b>Performance Assurance Board</b>	Chaired by the Deputy Chief Fire Officer and meeting on a quarterly basis to support, monitor and challenge effective delivery of the performance.
<b>PORIS</b>	Provision of Operational Risk Information System
<b>PowerBI</b>	An IT tool bringing together a collection of software services, apps, and connectors that work together to turn sources of data into useful analysis and visual, interactive insights.

<b>Primary Fire</b>	Primary Fire locations cover all property, vehicles and other methods of transport, agricultural and forestry premises, and property.
<b>Programme and Project Board</b>	Chaired by the Deputy Chief Fire Officer and meeting monthly to oversee the development and progress of the wider service improvement programme and projects.
<b>RBIP</b>	Risk Based Inspection Programme
<b>RTC</b>	Road Traffic Collision
<b>SCC</b>	Suffolk County Council
<b>SCEP</b>	Suffolk Climate Emergency Plan
<b>Scrutiny Committee</b>	The principal power of a scrutiny committee is to influence the policies and decisions made by the council and other organisations involved in delivering public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings.
<b>Secondary Fire</b>	Derelict buildings and vehicles, grassland, outdoor structures, containers, and intentional straw/stubble burning.
<b>SEE</b>	Station End Equipment
<b>SFRS</b>	Suffolk Fire and Rescue Service
<b>SHQ</b>	Service Head Quarters, based in Endeavour House, Ipswich
<b>SLB</b>	Senior Leadership Board. Chaired by the Chief Fire Officer and meeting quarterly, SLB meets to discuss, debate and agree strategic and operational matters relating to the delivery of the Service.
<b>SRF</b>	Suffolk Resilience Forum
<b>Team Plan</b>	The development of operational plans for a team, aligning their forthcoming work with the overall objectives and vision of the Service. A team plan provides the team with guidance regarding its future direction.
<b>Wholetime</b>	Wholetime firefighters are primarily based at our fire stations, working across an established shift pattern to provide constant 24/7 365 cover. We also have a wholetime county day crew that travel around the county to ensure full crewing level coverage as required.



